
UNIT 19 ORGANISATIONAL DEVELOPMENT

Structure

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19.0 OBJECTIVES

After studying the unit, you should be able to:

- discuss the concept of OD;
- describe the characteristics, objectives and underlying values of OD;
- explain the process of OD;
- describe OD techniques or interventions for bringing change in the organisation; and
- discuss the ways and means for personal growth and organisational development.

19.1 INTRODUCTION

Organisations face many challenges in terms of increasing competition, maintenance of higher quality of goods and services, growing role of technology and high expectation of the customers; etc. These challenges compel the organisations to equip themselves to deal with them. Organisational development is an important mechanism of improving the organisation and people through planned and established system for meeting these challenges. It aims at improving the organisation and people through planned systems. The strategies of organisational development focus on solving the organisational problems, and enhancement of its effectiveness.

In this unit, you will learn the concept, characteristics, objectives and underlying values of organisational development. You will be acquainted with various processes and approaches of organisational development. You will further learn the strategies/interventions used for overall improvement of the organisation. You will be also familiarised with the management of organisational development process.

19.2 CONCEPT OF ORGANISATIONAL DEVELOPMENT

Organisational Development is a planned, managed and systematic process to change the culture, systems and behaviour of an organisation in order to solve its problems and achieve its objectives. While OD frequently includes structural and technological changes, its primary focus is on changing people and the nature and quality of their working relationships. Thus, OD is the modern approach to management of change for human resources development. It concentrates on people dimensions like norms, values, attitudes, relationships, organisational culture etc. Dale S. Beach defined OD as a complex educational strategy designed to increase organisational effectiveness and wealth through planned intervention by a consultant using theory and techniques of applied behavioural service.

According to French and Bell, O.D. refers to a long range effort to improve an organisation's problem solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioural scientists, consultants, or change agents. OD is intended to create an internal environment of openness, trust, mutual confidence and collaboration and to help the members of the organisation to interact more effectively in the pursuit of organisational goals.

As a body of concepts, tools and methods Organisation Development (OD) can be referred as a new discipline. Thus, OD is a top management supported long term effort to improve an organisation's problem solving and renewal processes particularly through a more effective and collaborative diagnosis and management of organisational culture. It emphasizes on formal work team, temporary team and inter-group culture.

The analysis of the above description indicates the following characteristics of OD :

- It is an educational strategy which attempts to bring about a planned change.
- It relates to real organisational problems instead of hypothetical classroom cases.
- It uses sensitivity training methods and emphasizes the importance of experiment based training.
- Its change agents are almost external consultants outside of the organisation.
- External change agents and internal organisation executives establish a collaborative relationship involving mutual trust, influence and jointly determined goals.
- External change agents are humanists seeking to establish a social and altruistic philosophy within an organisation.
- The goals that the change agent seeks to accomplish through OD tend to reflect human approach and aims for better conflict resolution, increased understanding and more considerable leadership.
- The organisational changes sought are usually the result of some immediate problems but it is a long term approach covering three to five years.
- OD is used to describe a variety of change programmes. It intends to change the organisational philosophies, skills and attitudes of people.
- OD is a dynamic process involving a considerable investment of time and money.

- It is based on open and adaptive system concepts and believes that organisational design and managerial performance are mutually interdependent.
- OD is research based activity. It aims at conducting surveys, collection of data and evaluation of the situations.

19.2.1 Objectives of OD

OD efforts broadly aim at improving the organisational effectiveness and job satisfaction of the employees. These aims can be attained by humanising the organisations and encouraging the personal growth of individual employees. Specifically the objectives of OD are:

- To increase openness of communication among people.
- To increase commitment, self-direction and self control.
- To encourage the people who are at the helm of affairs or close to the point of actual action to make the decisions regarding their issues through collaborative efforts.
- To involve the members in the process of analysis and implementation.
- To encourage the confrontation regarding organisational problems with a view to arriving at effective decisions.
- To enhance the personal enthusiasm and satisfaction levels.
- To increase the level of trust and mutual emotional support among employees.
- To develop strategic solutions to problems with higher frequency.
- To increase the level of individual and group responsibility in planning and execution.

The emphasis of OD on human dimensions of organisation is reflected in humanistic values by:

- Providing opportunities for people to work as human beings rather than as resources in the production system.
- Providing opportunities for each member of the organisation as well as the organisation itself to develop to the level of full potential.
- Seeking to increase the organisational effectiveness.
- Attempting to create congenial environment to feel excitement and challenge of work.
- Providing opportunities to influence the people, work, environment and organisation.
- Treating each human being as a person with a complex set of needs important for his work and life.

Thus, OD is a modern approach which is different from the traditional one and aims to bringing organisational effectiveness through proper synchronization of human beings with task, structure and technology in an organisation.

19.2.2 Underlying Values of OD

For success of the efforts of OD, there are underlying assumptions or values which should be the basis of OD approach. There are a number of such values as given below:

- OD movement believes the assumptions of theory Y of McGregor. As such, it emphasizes supportive and creative opportunities for growth. Self control and personal responsibility are to be provided to the employees in an organisation rather than using controls and punishment. An individual should be more independent and autonomous.
- When the new employee is appointed he is to be taken into confidence, invited to work place and into association for discussion on his personal and work related issues in private meetings. Thus a new employee needs confirmation and support of others.
- Organisation is benefited by the differences in background, personality and view points of employees. Contrasts and conflicts of individual should be accepted as the reality.
- Full range of expression of feelings result in high motivation, commitment and creative ability.
- Honesty and directness enable people to put their energies into the real problems and improve effectiveness.
- Executives should create and develop cooperation among employees for effectiveness and not for wasting human and other resources.
- Giving attention to process activities not only at the time of assigning activities and bringing relations among employees but also at the later stages will bring closeness among people.
- Suppressing the conflicts has long run effect on employee morale. Hence identifying the root causes of the problem and working out a satisfactory solution rather than suppressing the conflict are needed.
- Participation of people throughout the progress of OD is essential to ensure their commitment.
- It is assumed that individual's objective is personal growth. Organisational growth may be the off shoot of individual growth.
- These underlying values form the basis of OD culture in an organisation. To be successful in OD endeavours, efforts should be directed to implant their assumptions in an organisation.

Check Your Progress A

1) What is O.D.?

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2) Describe the characteristics of O.D.?

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3) Enumerate the underlying values of O.D.?

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19.3 OD PROCESS

The process of OD refers to the way OD efforts work for a given objective. The OD process is complicated and it takes long time to complete the process. The process of OD is composed of: a) Data gathering and organisational diagnosis, b) Action intervention, and c) Process maintenance.

Data collection and diagnosis are an extensive task in the OD process. It involves data collection pertaining to a problem area. Action interventions are the techniques which are appropriately chosen for use in implementation stage of the OD process. Process maintenance is a management component which ensures the on going progress to avail the OD benefits in future.

There are various steps of OD process but the typical process consists of the following steps :

Initial Diagnosis : If it is recognized that there are some inadequacies within organisation which can be corrected by OD activities, it is necessary to find out the professional and competent people within the organisation to plan and execute OD activities. The services of the outside consultants can also be taken to help in diagnosing the problems and developing OD activities. The consultants adopt various methods including interviews, questionnaires, direct observation, analysis of documents and reports for diagnosing the problem.

Data Collection : Survey method is used to collect the data for determining organisational climate and identifying the behavioural problems creeping in the organisation.

Data Feedback : Data collected are analysed and reviewed by various work groups formed for this purpose in order to mediate in the areas of disagreement or confrontation of ideas or opinions.

Selection of Interventions : The interventions are the planned activities that are introduced into the system to accomplish desired changes and improvements. At this stage, the suitable interventions are to be selected and designed.

Implementation of Interventions : The selected intervention should be implemented. Interventions are to be implemented steadily as the process is not a one shot, quick cure for organisational malady. At the same time, it achieves real and lasting change in the attitudes and behaviour of employees.

Action Planning and Problem Solving : Groups prepare recommendations and specific action planning to solve the specific and identified problems by using the collected data .

Team Building : The consultants encourage the employees throughout the process to form into groups and teams by explaining the advantages of the teams in the OD process.

Inter-group Development : The consultants encourage the intergroup meetings, interaction etc. after the formation of groups/teams.

Evaluation and follow up : The organisation evaluates the OD programmes, find out their utility, develop the programmes further for correcting the deviations. The consultants help the organisation in this respect.

All the steps in the OD processes should be followed by the organisation in order to derive full range of OD benefits.

Activity A

Identify any one problem area of an organisation you know very well. Plot the OD process and prepare an action plan to diagnose the problem and design an action plan for implementation.

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19.4 OD APPROACHES

During the course of OD process the change agent or facilitator or consultant plans some activities for the client organisation to collect data, initiate action and provide feedback. All these activities are planned and carried out jointly between the change agent and the organisation. Collectively these activities can be termed as interventions. Interventions are also called OD strategies for a period of time given in the reference. An OD intervention can therefore be defined as the set of structured activities.

Intervention is the actual manipulation of various elements and may be viewed from several different perspectives. It is useful to distinguish between intervening in the organisational system and intervention as a strategic and planned action. In the first case, once the OD process has begun, modifications start taking place within the organisation. The second type is aimed explicitly at resolving difficulties, removing blocks and building on strengths to enhance the effectiveness of the organisation. The basic approaches are Techno-structural Approach & Human Processual Approach which are discussed below.

A) Techno-structural Approach

It relates to theories of interventions into the technology (e.g. task method and processes) and the structure (e.g., the relationships, roles, arrangements etc.) of the organisation. Techno-structural approaches are rooted in the fields of engineering, sociology, psychology, economics and open system theory. Interventions in these areas are intended to effect the work content and method and to effect the sets of relationships among employees. The broad heading of techno-structural development includes :socio-technical system perspectives, job design, job enlargement and job enrichment.

Socio-technical systems and job design in part, owe their emergence to two earlier and still current perspective to change. Opponents of socio-technical systems criticise the physical approach for testing social groups and individuals mechanistically and criticise the physiological approach for ignoring the technology of the organisation.

B) Human Processual Approaches

Human Process or behavioural intervention focuses on the human participants and the organisational processes (e.g.; communication, problem solving, decision making etc.) through which they accomplish their goal as well as the organisations goals. This orientation to OD is rooted in the academic fields of psychology, social psychology and anthropology, and in the applied disciplines of group dynamics and

human relations. Human process orientation tend to value human fulfilment and expect improved organisational performance. Some of these are vertical dimensions of a hierarchy. It continues to grow along with the belief that the technology of the behavioural sciences can be applied to help to cope with a society in which change, and also maximum utilisation of human resources, are desirable.

19.5 OD STRATEGIES/INTERVENTIONS

An OD intervention can be defined as the set of structured activities in which selected organisational units (target groups or individuals) engage with a task or sequence of tasks that are directly or indirectly related to organisational development. The OD strategy can be defined as an overall plan for integrating different organisational improvement activities over a period of time to accomplish objectives. The OD interventions are interrelated and overlapping in nature. No two interventions are alike and there is no single OD method capable of serving all the possible objectives of an organisation. Primarily the OD interventions can be classified in the context of components of our organisation like structure related, task-technology related and people related interventions.

According to French and Bell the interventions can be clubbed into twelve groups. They are :

- Diagnostic
- Team building
- Intergroup activities
- Survey feedback methods
- Education and training programmes
- Techno-structural activities
- Process consultation
- The management grid
- Mediation and negotiation activities
- Coaching and counselling
- Career planning, and
- Planning and goal setting activities.

OD interventions are used according to the nature of units of change (targets) in the client organisation. The targets of change are the individual, group, intergroup and the organisation in the specific context of task, structure and technology. The interventions include many exercises and activities which depend on conceptual material and actual experience with the subject under study. Look at Table 19.1 which clearly explains the nature of target areas (problems) and the type of OD interventions suitable in the given situation:

Table 19.1 : Problem Areas and Types of OD Interventions

Problems Identified	Possible Interventions
Alienation of employees	Work redesign, Job-enrichment, Role efficacy labs

Non-collaboration among functionaries.	Team building workshops
Erosion of authority Role efficacy labs	Leadership, Sensitivity Training, training,
Negative attitude of staff towards customer service	Survey feedback, task forces
Productivity loss of workers and management	Personal growth labs, goal setting, team building.
Restrictive practices	Union-management interface
Under-utilisation of man power	MBO, Work-redesign
Executive's rivalry	Power labs
Low opinion about subordinates	Transactional analysis, Team building,
Policy of appeasement	Conflict management
Failure of participation	Union-management interface, Sensitivity training
Distrust between union and management	Union management interface
Planning operations	Interface labs
Linkage problems	Role negotiations
Outdated systems and procedures	Brainstorming, Creative Problem solving, Task force
Team related problems	Team building exercises, Role analysis, Role negotiation technique organisational mirroring,
Structural problems	Job design, MBO, Socio-technical systems.
Education & Training	Coaching and Counselling activities

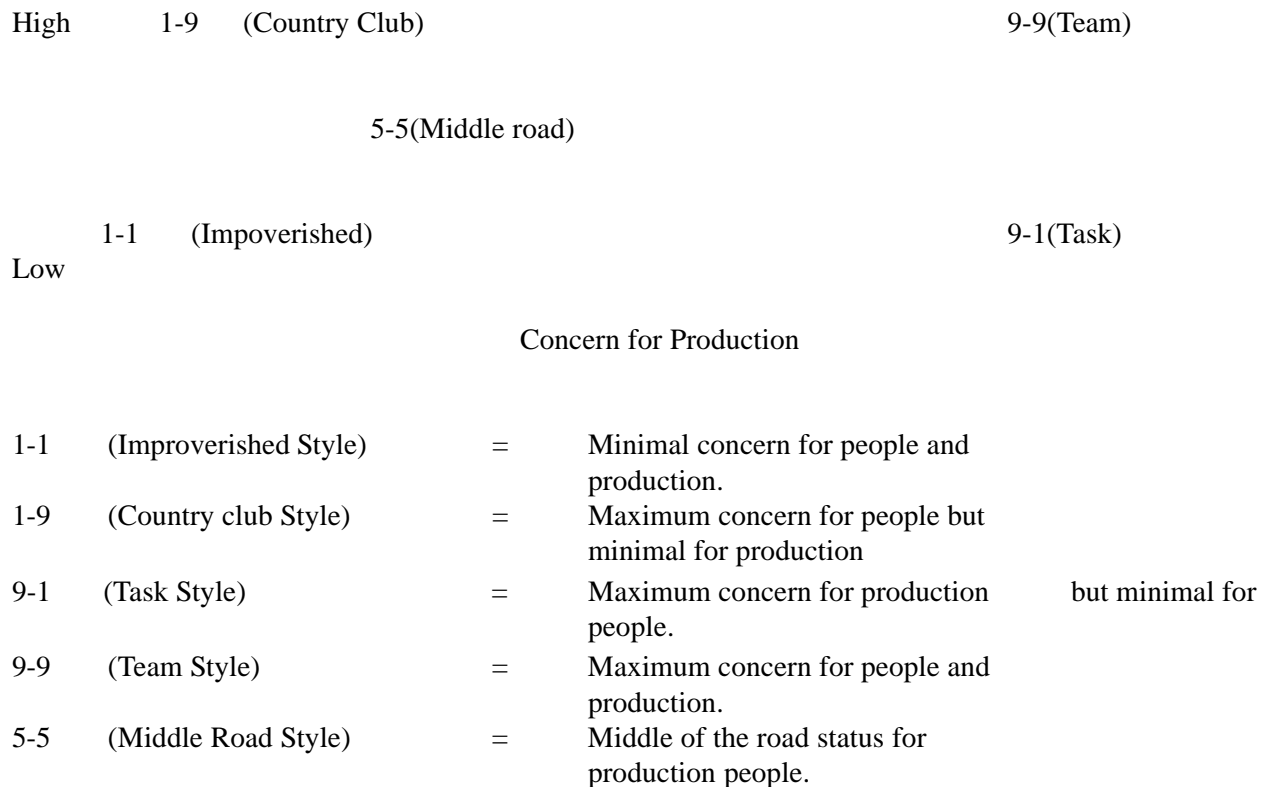
Based on the above description, important interventions focussing upon different aspects can be discussed in the following paragraphs:

- 1) **Survey Feedback :** It consists of an attitude survey through well designed questionnaires or interviews or observations and giving feedback to the client organisation. It has much appeal and application in real life situation. The attitude survey may have an objective of measuring the process; for instance, communication, decision making and leadership at different levels. The data generated are perceptual and attitudinal in nature. A summary of results is prepared in group discussion. Generally feedback of results is given to the group which generated the data. Subsequently devices are designed to resolution of organisational problems. Thus, the process of survey feed back includes : collection of

data, feedback, development of action plan and follow-up. For authentic results, it should be ensured that the questionnaire is valid and reliable, employees support investigators and people have mutual trust and so on.

- 2) **Management Grid** : The most publicised technique developed by Robert Blake and Jane S. Mouton is a step by step approach. The Grid connotes an intellectual framework of how do people manage. This approach uses a six-phase Grid OD programme which identifies the five basic managerial styles in numerical combinations which are 1-9, 9-1; 5-5; 9-9; and 1-1. It is depicted in Figure 19.1

Figure 19.1 : Management Grid



Development of leadership skills through grid programme involves wide variety of integrated and instrumented activities which are conducted in experimental and structured conditions. The participants are assisted to understand the approaches for integrating people and production. The six phase programme covers three to five years. The first two phases cover management development so that the remaining phases can help managers towards excellence in organisational performance (9-9 style). The six phase programme consists of the following:

Laboratory, team development, inter-group development, organisational goal setting, goal achievement and stabilisation.

- 3) **Team Building** : Team building is an attempt to assist the work group to identify, diagnose and solve its own problems. In fact, groups develop their own norms of behaviour which influence individual and group behaviour. Organisation is perceived as a system of interlocking groups. OD considers work groups as teams which are turning points of introducing change. Team building attempts to effect improvements in various teams operating in an organisation like permanent work teams, task forces, committees etc. Team building activities focus on diagnosis, task achievement, team relationships and

organisational process. The constituent parties in team building activity are: the external consultant, the group leader and the members of the group.

In team building activity, members gather and discuss problems relating to their task performance. It takes frank and fearless discussion. In the team building exercises, the members contribute information concerning their individual perception of issues, problems and task relationship. Subsequently there is agreement for overcoming these problems. Normally the goal of the meeting is to transform the team into a better and effective team.

- 4) **Sensitivity Training** : It is also called laboratory training as it is conducted by creating an experimental laboratory situation in which employees are brought together to interact in an unstructured environment. Sensitivity training helps to understand people better, to develop an understanding of others, to develop specific behavioural skills and to gain insights into the group processes. It also aims on reducing interpersonal friction.

The primary objective of sensitivity training is to break through the barrier of silence and facilitate verbalisation of participant to emphasize on the process of dialogue rather than the contents of the training. It is not a hidden and manipulation process but aims at brain washing of individuals.

This training is carried out by unstructured groups without an agenda, leader and predetermined goals. The group is given complete autonomy in developing their own devices, interactions and on going process for interaction. Sometimes some planned activities may also be introduced in the Training Group (T.Group) Laboratory training may involve role playing, intergroup competitive exercises, self-insight questionnaires, lectures and audio visual aids. Sensitivity training provides a mechanism for personal learning and development.

- 5) **Four System Management** : Rensis Likert's four System Management is a four level model of organisation effectiveness incorporating the basic categories of task orientation and people orientation. According to Likert management philosophy can be classified into four convenient systems such as:

- i) Exploitative-Autocratic System
- ii) Benevolent Autocratic System
- iii) Consultative Democratic System and
- iv) Participative Democratic System.

This theory propounds that three basic concepts of system four management will make the organisation effective. These are:

- a) Use of the principle of supportive relationship in the organisation
- b) Use of group decision making and group methods of supervision in the organisation, and
- c) High performance goals.

Likert's conclusion is that most effective organisation have system four characteristics i.e., Participative Democratic System and the least effective Exploitative Autocratic System's features. Under system four management, the causal variables like supportive relationships, groups decision making and high performance influence the end result variables (such as high productivity and low absenteeism) through the intervening variables (such as favourable attitudes towards superiors, high confidence and excellent communication). It is realised that system four is the ideal management where goals are set by the group members and not by the superiors. This system motivates subordinates.

- 6) **Management by Objectives (MBO) :** MBO is yet another popular tool of O.D. MBO process involves the process of educating the concerned people about MBO, agreement upon clear cut quantifiable objectives, evaluation of objectives and feed back for deviation and corrective action. It is a comprehensive overall managerial philosophy which focuses upon joint goal setting. It synthesises the individual's goal to organisational goals. Since all levels of an organisation are involved in goal setting, the entire organisation will have feeling of unity. MBO programmes can be effective if properly implemented. It needs support of top management.
- 7) **Process Consultation :** Process consultation is the set of activities on the part of consultant which help the client to perceive, understand and act upon the process events which occur in the client's environment. It concentrates on the analysis of process of some activities like communication, leadership etc. It attempts to develop initial contacts, define relationships, select the method of work, collection of data and diagnosis. Process consultation is designed to change attitudes, values, interpersonal skills, group norms, and cohesiveness and other process variables. Basically it is a method of intervening in an on going system.
- 8) **Contingency Approach :** Propounded by P. Lawsence and J. Lorseh this approach is based on the premise that an organisation is a complex social system. Its activities must be integrated into a unified effort to enable it to cope with the environment. Conceptually people in different departments have different orientations related to the tasks they perform. In actual practice, the organisational units in their routine operations are differentiated along their orientation. It appears that with the task differentiation coordination is not possible. According to contingency approach both differentiation and integration are possible for total organisation's effectiveness with the help of integrative devices. To summarise, high organisational performance is compatible with the existence of both differentiation as well as integration which are required as per the demands of their immediate environment. The contingency approach can be applied as an OD intervention in industrial organisations in the form of inter group confrontation meetings of concerned departmental individuals.
- 9) **Role Analysis :** In the performance of their respective roles individuals manifest certain behaviour which may thwart team effectiveness. Many a times it is found that the individuals are not clear about their own expected behaviour from the view point of other members of the team. In such situation the role analysis technique is used for clarifying the role expectations and obligations of the members of a team. The resultant role requirements and the expected behavioural components of each other help the member enjoy a mutually satisfactory behaviour in the work team. In the role analysis technique, the respective role players analyse the focal role of the individuals. These are discussed openly in a classroom situation by the entire team. Finally a role profile is prepared as a written summary on the basis of role clarifications and expected behaviour. This paves the way for collaborative efforts without any confusion about the respective roles.
- 10) **Inter-group Activity :** Poor interpersonal relationships are not uncommon features in organisational functioning . In these situations inter-group activity focuses on improving the relationships between groups. It facilitates interaction and communication between the work groups which ultimately avoids dysfunctional inimical competitiveness among them. Inter-group team building involves the process of differentiation and integration.
- 11) **Organisation Mirroring :**It involves activities where one group of members gets feedback from the members of several other groups about how is it being perceived. Organisational mirroring is used when there is difficulty with other department in the organisation. A meeting is called and feedback is sought from other department. During the meeting the exact picture emerges which will resolve many misunderstandings between two groups of people.

- 12) **Third Party Peace Making Intervention :** This intervention is based on the thoughts on understanding conflicts and their resolutions at the interpersonal level. It facilitates confrontation as a method of resolving the conflicts arising between two parties who are aware of the existence of the conflicts and want to confront the issues. The consultant as a third party must be skilled in the art of diagnosing the conflicts and use confrontation as technique. This process focusses on four basic elements of conflicts namely : (i) the conflict issues, (ii) the contributory circumstances, (iii) the conflict related behaviour, and (iv) the results of the conflict. The actual form that the peace making process takes depends upon the nature and source of the conflict.
- 13) **Job Design/Redesign :** It is task -technology related approach aiming at making changes in the work process of the groups of employees. Job design involves a well planned reorganisation of a job. Basically it focusses to improve employee motivation, commitment, performance, job satisfaction etc.. There are different approaches to job design which are discussed below:
- i) **Job Enrichment:** It is termed as vertical enrichment or addition of tasks to make the job richer. It includes giving additional responsibilities and expecting more accountability from the employees.
 - ii) **Job Engineering:** It relates to the tasks, methods, performance standards, inter dependence of man and machine, work flows etc. It may also include replacement of human workers for computers.
 - iii) **Job Rotation:** It involves shifting of a person from one job to another for variety of tasks to be done. It reduces boredom and monotony.
 - iv) **Job Enlargement:** It includes expansion of tasks to be carried out. It focuses on horizontal expansion of related tasks without additional responsibility and accountability.
 - v) **Socio-technical System :** It aims to strike a balance between the technical and social aspects of an organisation with the aim to optimise the relationships and augment organisational effectiveness. The socio-technical system normally involves a major redesign of the whole gamut of the way the jobs are being carried out involving technological and social issues.
- 14) **Quality Circles :** Quality Circles are semi-autonomous work groups having about six persons who volunteer to discuss and solve quality related problems in duty hours. It has impact on working conditions, employees commitment and self development of employees.
- 15) **Counselling :** Counselling is the process of help extended by a Manager to his subordinate to enhance his potential. It aims at sympathizing and empathizing with the employees. It helps to bring about self awareness in the employee about his own competence. The manager as counsellor assists the employees in setting new goals and evaluate his own performance in a non threatening manner. It helps towards self realization of one's own strengths and weaknesses.

The above description is not exhaustive enumeration of OD interventions but as per need of the situations a single or group of interventions may be used to resolve the issues. The focus may be a task or structure or people. The intention of OD intervention is to enhance the performance.

Activity B

Identify the problems pertaining to task, structure, technology and people in any organisation familiar to you and choose the most appropriate OD intervention to resolve them.

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19.6 MANAGING THE OD PROCESS

Basically there are three factors that influence the choice of an OD intervention. Applicability, Feasibility and Acceptability. Applicability means the potential of an intervention to yield the desired results. Feasibility means the practicality of an intervention in a given situation. Acceptability means the chances of acceptance of an intervention in the client organisation. It must be clear that the actual choice of an intervention is based upon the intuitive decision of the OD consultant.

A pragmatic approach is inevitable to ensure successful implementation of OD efforts in an organisation. If it is not planned systematically, it may also create turmoil in an organisation. Therefore, the following tips are elaborated to manage the OD process effectively.

- i) **Choosing receptive points :** The areas or departments of the organisation should be undertaken for OD experiment, where the people want change for improvement. The OD efforts should be concentrated on them. Subsequently it can be moved to other units of the organisation.
- ii) **Focussing on the linkpins :** The departments having interlinks should be identified to select the people. The confidence of these linkpins will help to form a team for OD experimentation.
- iii) **Working with autonomous parts :** Normally independent units/departments having least linkage with other departments should be chosen so that cost of disturbances can be minimum.
- iv) **Using and developing internal resources :** This will help to sustain and continue the OD efforts.
- v) **Starting at the top :** Since there is need of support from top management, it is desired to start the OD efforts at the top. This would ensure commitment and support.
- vi) **Working with supportive force :** The consultant must identify the roles of individuals in the organisation who are enthusiastic about effecting a change.
- vii) **Achieving minimum critical concentration :** It should not hamper the culture of the unit to a great extent and with the minimum efforts OD activity should be continued.
- viii) **Working on perception of problems:** The client should be encouraged and helped to identify the real problems.
- ix) **Having multiple points of entry :** After initiating at the receptive point, OD efforts should be gradually extended to interrelated points where related problems can be solved altogether.
- x) **Using proactive attitude:** The proactive attitude of the consultant will bring openness to resolve the issues.

These tips on effectiveness of OD process will help the OD endeavours to get success. For success of an OD effort, the prerequisite conditions should be understood and established for organisational improvement. They are :

- The key persons should have clear perception about organisational problems.
- The external behavioural science OD consultant should be hired to initiate OD efforts.

- The top level management should always own whole heartedly any effort meant for OD efforts.
- For successful intervention the complete work team alongwith the group leader and the manager must participate in the OD exercises.
- There should be full support for entire diagnostic activities to collect data about organisational activities.
- OD efforts should be made known to all the concerned in the organisation for sustaining the changes.
- There must be link to all the sub-systems of an organisation like potential appraisal, career planning, reward system etc.
- OD efforts should focus on the organisation in totality.
- In addition, there must be long range perspectives of the organisation for its improvement.

Check Your Progress B

1) How is sensitivity training useful for organisational development interventions.

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2) How is team building useful for organisational development interventions.

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3) How does the third party peace making intervention resolve the conflict of the organisation.

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4) Enumerate the approaches of job design.

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19.7 LET US SUM UP

Organisational development refers to the systematic process to change the culture, systems and behaviour of an Organisation for solving its problems and achieving the organisational objectives. The basic objectives of organisational development are : to improve the organisational effectiveness and job satisfaction of the employees. The basic underlying values of organisational development involves; emphasis on supportive and creative opportunities for growth, developing the commitment, cooperation and enhancing the participation of employees.

The steps involved in the process of organisational development include : initial diagnosis, data collection, data feedback, selection of interventions, implementation of interventions, action planning and problem solving, team building, intergroup development and evaluation and follow up.

Organisational Development approaches consist of techno-structure approach and human processual approach. The organisational development strategies or interventions refer to an overall plan for integrating different organisational improvement activities over a period of time to accomplish organisational objectives. It can be classified into structure related, task-technology related and people related interventions. The major organisational development interventions are : diagnostic, team building, inter group activities, survey feedback methods, education and training programmes, techno-structural activities, process consultation, the management grid, mediation and negotiating activities, coaching and counselling, career planning and planning and goal setting activities.

OD process must be planned and managed systematically to get the successful result. The effective managing process involves : choosing receptive points, focusing on link pins, working with autonomous parts, using and developing internal resources.

19.8 KEY WORDS

Counselling : Process of help extended by a manager to his subordinate to enhance his potential.

Job Design/Redesign : Task technology related approach aiming at making changes in the work process of the group of employees.

Organisational Development : A planned, managed and systematic process to change the culture, systems and behaviour of an organisation to solve its problems and achieve its objectives.

Organisation Mirroring : Involves activities where one group of members gets feedback from the members of several other groups about how is it perceived.

OD Process : The way OD efforts work for a given objective.

OD Strategy : Overall plan for integrating different organisational improvement activities over a period of time to accomplish objectives.

Process Consultation : Set of activities on the part of consultant which help the client to perceive, understand and act upon the process events which occurs in the client's environment.

Quality Circles : Semi- autonomous work groups to discuss and solve quality related problems in duty hours.

Sensitivity Training : Creation of an experimental laboratory situation in which employees are brought together to interact in an unstructured environment.

Team Building : An attempt to assist the work group to identify, diagnose and solve its own problems.

19.9 TERMINAL QUESTIONS

- 1) What do you understand by O.D.? Explain the objectives and underlying values of OD.
- 2) Discuss the process of OD?
- 3) Elaborate the desired OD interventions focussing upon people?
- 4) Identify task-structure related OD interventions?
- 5) Identify the organisational problems and suggest suitable OD intervention to resolve them.
- 6) Discuss the prerequisite conditions for effective OD programme.
- 7) Give the tips for managing OD process effectively.
- 8) Describe the process of OD.

Note : These questions will help you to understand the unit better. Try to write answers for them. Do not submit your answers to the university for assessment. These are for your practice only.

Concern for People

